

Fiscal Year 2002
Annual Report of the
Federal Library and Information Center Committee

Susan M. Tarr, Executive Director

Highlights of the Year

During Fiscal Year 2002, the Federal Library and Information Center Committee (FLICC) continued to carry out its mission “to foster excellence in federal library and information services through interagency cooperation and to provide guidance and direction for FEDLINK.”

FLICC's annual information policy forum, “Homeland Security: Impact of Policy Changes on Government Information Access,” focused on the changes resulting from enhanced homeland security on access to federal information by those both inside and outside the government. The executive keynote speaker for the event was Viet Dinh, Assistant Attorney General for the Office of Legal Policy at the Department of Justice, who was followed by a morning panel discussion on agency initiatives featuring Patrice McDermott, Assistant Director, Office of Government Relations, American Library Association; Nancy Blair, Chief Librarian, U.S. Geological Survey Library and U.S. Geological Survey Security Task Force; and W. Russell Neuman, Senior Policy Analyst, Technology Division, Office of Science and Technology Policy, Executive Office of the President. Rep. Thomas M. Davis III (R-VA) began the afternoon session with the congressional keynote address which was followed by another panel discussion with June Daniels, Senior Systems Analyst, Foreign Affairs Systems Integration Program, Department of State; Kurt Molholm, Administrator, Defense Technical Information Center; and Francis Buckley, Superintendent of Documents, Government Printing Office. Peter Swire, Visiting Professor of Law, The George Washington University Law School, offered his perspective and summary of the day to conclude the forum.

The FLICC working groups completed an ambitious agenda in Fiscal Year 2002: selected FLICC awards recipients for 2001 and offered the fourth annual FLICC Awards to recognize the innovative ways federal libraries, librarians and library technicians fulfill the information demands of government, business, scholarly communities and the American public; identified the federal library and information center context for content management and homeland security; established parameters and developed a management education series for current and potential federal library managers; met with the Office of Personnel Management (OPM) to identify ways to enhance recruitment efforts to federal libraries; and addressed issues on disaster planning and recovery, endangered federal collections, professional competencies, outsourcing, metrics and performance evaluation, benchmarking, e-government legislation, and other information science policy issues.

FLICC also continued its collaboration with the Library's General Counsel on a series of meetings between federal agency legal counsels and agency librarians. Now in their fourth year, the fora grew out of the recognition that federal attorneys and librarians face many of the same questions in applying copyright, privacy, FOIA, and other laws to their agencies' activities in the electronic age -- with regard both to using information within the agency and to publishing the agency's own information. These meetings have enhanced the relationship between agency attorneys and librarians and have helped them develop contacts with their counterparts at other agencies. This year's series featured discussions on licensing electronic publications, FOIA Policy and the Trade Secrets Act after September 1, and legal challenges to filtering in public

libraries.

In the absence of an updated census of federal libraries and information centers by the National Center for Educational Statistics (NCES), FLICC endorsed membership participation in the annual Outsell survey of “content deploying functions” in industry, academia, and the public sector. More than 100 federal librarians participated in the survey. According to Outsell, Inc., the only research and advisory firm that focuses exclusively on the information content industry, the survey indicated that government information professionals serve significantly more users than colleagues in corporations and academic libraries and spend much less per user. The results also showed that while some governmental libraries have been progressive in their approach to digital content, they have been slower to make a transition to new business models.

FLICC's cooperative network, FEDLINK, continued to enhance its fiscal operations while providing its members with \$56.6 million in transfer pay services and \$38.1 million in direct pay services, saving federal agencies approximately \$10.3 million in vendor volume discounts and approximately \$7.6 million more in cost avoidance. FEDLINK exceeded Fiscal Year 2002 revenue targets by 5.5 percent.

To meet the requirements of the Fiscal Operations Improvement Act of 2000 (P.L. 106-481) that created new statutory authority for FEDLINK's fee-based activities, FEDLINK governing bodies and staff members developed a new five-year business plan that takes advantage of the increased opportunities of FEDLINK's authority as a revolving fund. The business plan outlines

FEDLINK's new business processes, audiences, market position and message, staffing, and resources, while projecting fiscal goals including capitalization, anticipated expenditures and revenues through 2006. Of the 39 recommendations in the five-year plan, during the first fiscal year FEDLINK made significant progress on 20, including expanded vendor offerings, reduced barriers, improved marketing and enhanced systems.

FEDLINK also developed and implemented its pilot Direct Express program. Similar to making a purchase from a GSA schedule, FEDLINK customers will be able to place Fiscal Year 2003 orders directly with five commercial information services vendors; the FEDLINK fee, included in the vendor prices, will be remitted to FEDLINK by the vendor on a quarterly basis. Ebsco Publishing (online services only), Gale Group, LexisNexis, ProQuest, and West Group will be the first vendors to offer their services under this new streamlined process. Their product and service offerings will continue to be as comprehensive as always—electronic database publications, document delivery services, associated print publications and specialized access options.

Fiscal Year 2002 saw continued improvements to the FEDLINK program with the addition of new procurement and procedural options as well as innovative educational initiatives including workshops and seminars on Library of Congress subject headings, serial holdings, descriptive and cartographic cataloging, virtual reference, library assessment and benchmarking, and knowledge management. The program also expanded its consortial purchasing opportunities, renewed substantial vendor discounts and established new basic ordering agreements with a

variety of publication, electronic resource and other products and services vendors. Systems staff members began an ambitious implementation of the new FEDLINK financial system which entered a preliminary testing phase late in the summer. Staff members also sponsored 29 seminars and workshops for 1,233 participants and conducted 38 OCLC, Internet, and related training classes for 415 students.

FEDLINK also continued to customize and configure software and support services for electronic invoicing and increase online access to financial information for member agencies and vendors. Furthermore, FEDLINK's continuing financial management efforts ensured that FEDLINK successfully passed the Library's Financial Audit of Fiscal Year 2001 transactions performed by Clifton Gunderson, LLP.

FLICC and FEDLINK programs continue to thrive in the Facilitative Leadership (FL) environment. The FL tools consistently provide approaches and techniques to involve FEDLINK staff and members in the planning process, resulting in streamlined, efficient and cost-effective program actions.

FLICC Quarterly Membership Meetings

In addition to regular FLICC Working Group updates and reports from FLICC/FEDLINK staff members, each FLICC quarterly meeting included a special meeting focus on a new or developing trend in federal libraries: the first FLICC Quarterly Membership meeting featured Joanne Gard Marshall, Dean and Professor, School of Information and Library Science,

University of North Carolina at Chapel Hill, on “Competencies and Continuing Educational Needs of Federal Information Professionals;” the second meeting included a detailed presentation by Denise Davis, Director of Statistics and Surveys, National Commission and Information Science NCLIS on “Metrics and Library Performance;” the third meeting focus was a presentation by Roberta Shaffer, Founder and Principal of The KnowLedge Group, on “Speaking Up: Basic Tips for Getting What You Want Through Internal Lobbying;” and the fourth meeting included Marjorie Gildenhorn, Director, Information Services, U.S. Department of the Treasury, who presented on “Strategic Planning for Federal Information Services.”

FLICC Executive Board (FEB)

The FEB focused its efforts on a number of initiatives related to professional development. Early in the year, the board redefined its annual awards program to further delineate federal library community efforts by size of the institution to encourage both small and large federal libraries and information centers to compete for the distinguished award. The FEB also supported the Institute of Museums and Library Services (IMLS) efforts to increase expanded recruitment and educational efforts for librarians and discussed with IMLS representatives specifics for federal librarian recruitment. A more immediate issue for the FEB was a focus on developments regarding the FAIR Act, the Commercial Activities Panel and changes to OMB’s A-76 memorandum. In addition to surveys of FLICC members and presentations on the topic, the FEB also met formally with Robert Tobias, Distinguished Adjunct Professor, American University, and member of the government’s Commercial Activities Panel (CAP), to discuss CAP

recommendations related to definitions of “inherently governmental” and modified procedures for competitive sourcing, particularly as related to federal libraries and information centers. The FEB took a leadership role in the developing issues of homeland security, content and knowledge management, bibliographic control, digital reference and preservation. The board also advised the Department of Defense on planning the future of the Pentagon Library and the Department of Labor on replacing their library director and endorsed federal library and information center community support of the Library of Congress Veterans History Project and the National Book Festival.

FLICC Working Groups (For a list of working groups and chairs, see Figure A.)

FLICC Awards Working Group

To honor the many innovative ways federal libraries, librarians, and library technicians fulfill the information demands of government, business, research, scholarly communities and the American public, the Awards Working Group administered a series of national awards for federal librarianship. The award winners for Fiscal Year 2002 are

Federal Library/Information Center of the Year — The National Defense University

Library — for outstanding, innovative, and sustained achievements during the fiscal year in fulfilling its organization's mission, fostering innovation in its services, and meeting the needs of its users;

Federal Librarian of the Year (tie) — Pamela Dawes, Director, Haskell Library, Haskell

Indian Nations University, Lawrence, Kansas, and Lynne C. Tobin, Chief, Reference Library, National Imagery and Mapping Agency, Bethesda, Maryland — for their professional achievements during the fiscal year in the advancement of library and information sciences, the promotion and development of services in support of the agency's mission, and demonstrated professionalism as described in the Special Libraries Association's Competencies for Special Librarians in the 21st Century; and

Federal Library Technician of the Year — Leslie Yeakley, Library Technician, Defense Technical Information Center, Fort Belvoir, Virginia — for service excellence in support of the information center's mission, exceptional technical competency, and flexibility in adapting work methods and dealing with change during the fiscal year. Patricia E. Tellman, Library Technician, Base Library, Naval Air Station, Fort Worth, Texas, received honorable mention.

At the annual FLICC Forum on Federal Information Policies in March 2002, the Deputy Librarian of Congress presented the individual award winners with a certificate and an engraved crystal award in the shape of a book honoring their contributions to the field of federal library and information service and the institutional winner with a framed, hand-painted certificate for display.

The working group then reviewed the program criteria in the spring of 2002 and expanded the library and information center awards to distinguish those programs with 10 or fewer staff

members from those with more than 10 members by making separate awards. They also strengthened references to fiscal year appropriateness in program materials and formalized the honorable mention selection process. Staff members then initiated promotion efforts for the fourth annual awards cycle, including updating the annual promotional brochure with an outside contractor and revising the awards Web page.

FLICC Budget and Finance Working Group

The FLICC Budget and Finance Working Group developed the Fiscal Year 2003 FEDLINK budget and fee structure in the Winter quarter. The group developed an online budget questionnaire for FEDLINK members and used the results to verify assumptions for the budget for the 2003 fiscal year. This year also marked the first time the membership voted on the budget electronically by reviewing the information online and printing out official ballots. The final budget for Fiscal Year 2002 kept membership fees for transfer pay customers at Fiscal Year 2002 levels: 7.75 percent on accounts up to \$300,000 and 7.00 percent on amounts exceeding \$300,000. Direct pay fees also remained at Fiscal Year 2002 levels. Library officials approved the budget in September 2002.

FLICC Content Management Working Group

After a hiatus related to the merger with the Chief Information Officers' Knowledge Management Working Group, the FLICC Content Management Working Group convened in

September to plan a lunchtime discussion series that will begin with the topic of taxonomies and a day-long event in December 2002 to look at IT disaster planning and recovery in federal libraries and information centers.

FLICC Education Working Group

During Fiscal Year 2002, the FLICC Education Working Group sponsored 29 programs for 1,233 participants in the areas of licensing, portals, Web cataloging, electronic resources, knowledge management, disaster recovery, virtual reference, and performance measures. In addition, the FLICC Orientations to National Libraries and Information Centers and brown-bag luncheon discussions continued throughout the year.

The working group responded to the agenda developed for the December 2001 FLICC membership focus group sessions by dividing into three subgroups to carry out their charge. The initial result was the development of a management seminar series that will debut in Fiscal Year 2003. The working group also initiated a revision to its Web-based *Handbook of Federal Librarianship* for release in the winter of 2002 - 2003.

FLICC Nominating Working Group

The FLICC Nominating Working Group oversaw the 2002 election process for FLICC rotating members, FLICC Executive Board members and the FEDLINK Advisory Council (FAC).

Librarians representing a variety of federal agencies agreed to place their names in nomination for these positions. For the first time, the nominating process included a listing of eligible FEB candidates which resulted in the largest nomination pool to date.

FLICC Personnel Working Group

Because of the high percentage of federal librarians approaching retirement age and the importance of refreshing the civil service with young, energetic information managers, the working group turned its focus to federal library recruitment. Meetings with OMB officials reinforced the working group's efforts on recruitment as members have begun developing a slate of potential recruitment marketing and promotion efforts. The group began its promotional campaign by preparing a leaflet on federal librarianship for the Library of Congress National Book Festival.

FLICC Preservation and Binding Working Group

The working group set disaster planning and recovery as their educational priority. The centerpiece of their efforts was a special disaster recovery program in the Spring that featured Pentagon Library employees who related their experiences from September 11 and detailed the past year's recovery activities. They completed a statement of work on preservation services for rare books, flat paper, preservation and microfilming, which was published for industry comment before FEDLINK invites vendors to submit proposals. The group also advised the Government

Printing Office (GPO) on needed revisions to its binding contract requirements which are scheduled for recompetition in Fiscal Year 2003.

FLICC Publications and Education Office

In Fiscal Year 2002, FLICC supported an ambitious publication schedule producing six issues of *FEDLINK Technical Notes*: November/December 2001 (12 pages); January/February 2002 (12 pages); March/April 2002 (12 pages); May/June 2002 (12 pages); July/August 2002 (12 pages); and September/October 2002 (8 pages); and three issues of the *FLICC Quarterly Newsletter*: Fall 2001 (12 pages); Winter 2002 (12 pages); and Spring 2002 (12 pages).

FLICC streamlined and targeted materials to support the FEDLINK program more efficiently, including the Fiscal Year 2003 *FEDLINK Registration Pamphlet*, and five FEDLINK Information Alerts. FLICC also produced the minutes of the four Fiscal Year 2002 FLICC Quarterly Meetings and bimonthly FLICC Executive Board meetings and all FLICC Education Program promotional and support materials including the FLICC Forum announcement, Forum attendee and speaker badges, press advisories, speeches and speaker remarks, and Forum collateral materials. FLICC produced 27 FLICC Meeting Announcements to promote FLICC education programs, FEDLINK membership and OCLC users' meetings, brown-bag discussion series, and education institutes, along with badges, programs, certificates of completion, and other supporting materials.

FLICC and FEDLINK staff members worked diligently throughout 2002 to revise and update the FLICC/FEDLINK Web site. After extensive work with focus groups, concept mappers, designers, advisors, and colleagues, staff members were poised to release the new site at the end of Fiscal Year 2002. FLICC expanded its distance learning efforts to include event video series on the FLICC Forum, the FLICC Awards Program, and the Spring FEDLINK Membership Meeting. The FEDLINK program eliminated its onsite “How to Use FEDLINK” program in lieu of online video segments on the basic operations and new initiatives. Videos on Direct Express and on alternatives to the standard interagency agreement (IAG) process debuted in late summer. The new site also contains a variety of information resources, FEDLINK member information, links to vendors and other members, listings of membership and minutes of various FLICC working groups and governing bodies, access to account data online, awards program information, event calendars, and an online training registration system that is updated nightly. FLICC staff members converted all publications, newsletters, announcements, alerts, member materials, meeting minutes and working group resources into HTML and PDF formats, uploading current materials within days of their being printed. Staff members completed an extensive initiative to update the numerous Web links throughout the Web site, and they now maintain the site’s links on an established cycle.

In collaboration with FEDLINK Network Operations staff members, the FLICC Publications staff members continue to expand the Web site, offering resources including OCLC Usage Analysis Reports, pricing data, and many new documents, including the Fiscal Year 2003 budget questionnaire and ballot, as well as a variety of training resources. Staff members also worked

with the Library's Contracts and Logistics Division to make electronic versions of FEDLINK's Requests for Proposals available online for prospective vendors.

In Fiscal Year 2002, Publications staff members continued to support the Member Services Unit and their Online Registration/Online Interagency Agreement (IAG) system. This year, the system also includes a sample IAG, a sample alternative purchasing vehicle, and a "determinations and findings" document supporting use of the program.

In conjunction with the FLICC Education Working Group, FLICC offered a total of 29 seminars, workshops, and lunchtime discussions to 1,233 members of the federal library and information center community. Multi-day institutes looked at Web cataloging, descriptive cataloging, serial holdings, and knowledge management; one-day sessions offered hands-on and theoretical knowledge on metadata, Web portals, managing and preserving electronic resources, advanced Web searching, disaster recovery, Library of Congress subject headings, and virtual reference. FLICC was also host to three General Counsel Fora, on licensing electronic publications, FOIA policy and the Trade Secrets Act after September 1, and legal challenges to filtering in public libraries.

FLICC demonstrated its ongoing commitment to library technicians' continuing education by hosting satellite downlinks to a popular teleconference, "Soaring to... Excellence," sponsored by the College of DuPage. Following the success of previous programs, FLICC held the sixth annual "Federal Library Technicians Institute." This week-long summer institute again focused

on orienting library technicians to the full array of library functions in the federal sector. Federal and academic librarians joined FLICC professionals to discuss various areas of librarianship, including acquisitions, cataloging, reference, and automation.

FLICC also provided organizational, promotional, and logistical support for FEDLINK meetings and events including: the FEDLINK Fall and Spring Membership Meetings; two FEDLINK OCLC Users Group meetings; and numerous vendor demonstrations." (See Figure C for a complete listing.)

FLICC continued to improve its multimedia distance learning initiative through increased use of upgraded equipment and software to produce high quality, edited educational programs. This year, the Spring FEDLINK Membership Meeting joined the FLICC Forum and the FLICC Awards Ceremony as part of both a cybercast and online video production effort and three FLICC quarterly meeting were recorded for members unable to attend. Through its ongoing arrangement with the National Library of Education, FLICC added six new titles to its collection of videos available via interlibrary loan to federal libraries throughout the country and around the world.

FEDLINK (Federal Library and Information Network)

In Fiscal Year 2002, FEDLINK managers and professional staff members outlined steps to improve processes, better market the program to federal libraries and their partner contracting

officers and chief information officers, and expand the number and types of services that libraries and information centers can procure via the FEDLINK program. They quantified these steps in the FEDLINK five-year business plan which paid special attention to assisting the government build and improve digital libraries. Staff members also began industry research to understand the current market and best practices in the field. Early explorations suggest that there is limited data specific to the federal marketplace. During this first year, staff members concentrated on identifying new services to support effective use of the Web. Working with FLICC/FEDLINK governing bodies, the Content Management Working Group, and attendees at reference programs, staff members sought further insight into how federal libraries might best use such services.

FEDLINK continued to give federal agencies cost-effective access to an array of automated information retrieval services for online research, cataloging, and interlibrary loan (ILL). FEDLINK members also procured print serials, electronic journals, books and other publications, CD-ROMs, and document delivery via Library of Congress/FEDLINK contracts with over one hundred major vendors. The program obtained further discounts for customers through consortia and enterprise-wide licenses for journals, aggregated information retrieval services and electronic books.

The FEDLINK Advisory Council (FAC) met 11 times during the fiscal year. In addition to their general oversight activities, they advised FEDLINK managers on priorities for the first year of the five-year business plan, provided valuable insight into trends in the information industry, and

supported adoption of the Fiscal Year 2003 budget. They also provided extensive feedback on the redesign of the FLICC/FEDLINK Web site.

The annual Fall FEDLINK Membership meeting featured an update on the General Accounting Office opinion about FEDLINK's revolving fund, a report from FLICC's 2000 Information Center of the Year, the Patent and Trademark Office Technical Information Center, and reports from librarians affected by the Pentagon terrorist attack. At the Spring FEDLINK Membership meeting, Robert Newlen, Head, Legislative Relations Office, and Jill Ziegler, Management Specialist, Congressional Research Service (CRS), explained their Visual Identity Project to redesign the CRS logo and other visual aspects of their publications. Carol Bursik, chair of the FLICC Budget and Finance Working Group, presented the proposed Fiscal Year 2003 budget. For the first time, this annual meeting was cybercast via the FLICC/FEDLINK Web site, allowing those unable to travel to the Washington area an opportunity to see the proceedings.

FEDLINK/OCLC Network Activity

Both FEDLINK OCLC Users Group meetings, held in November and May, provided in-depth presentations on OCLC's expanded Web services: OCLC has improved both cataloging and ILL interfaces via the Web and added more functionality to FirstSearch to increase its connections to full text and improve libraries' ability to integrate it with their other Web-based systems. Other reports at the meetings indicated that GPO will continue to participate in OCLC's pilot to build a digital archiving system and that FEDLINK will continue to assist federal libraries in their

participation in the pilot stage of QuestionPoint, the Library of Congress-OCLC cooperative digital reference system.

FEDLINK staff members supplemented these biannual meetings with six regular articles in *FEDLINK Technical Notes*, postings on electronic lists, extensive telephone consultations and email. They visited 16 member libraries to provide in-depth demonstrations of OCLC services and to consult on workflow and best practices, demonstrations and lectures at several agency meetings such as the Army Library Institute, the Military Librarians Workshop, a U.S. Army Europe Libraries meeting and the Geological Survey Library Consortium Meeting. They also continued to monitor usage of OCLC, posting usage data to ALIX-FS monthly, and worked to reduce deficits in OCLC accounts, decreasing them to as low as 1.3 percent of monthly payments at one point in the fiscal year.

FEDLINK members elected Eleanor Frierson, Deputy Director of the National Agricultural Library, as a new representative to the OCLC Members Council.

Training Program

The 2002 FEDLINK training program included 31 onsite training classes for 251 students and seven offsite programs for 164 participants. In the U.S. and Europe, staff members supplemented the basic Web searching courses by adding a course on searching the alternative, or "dark," Web. Robert Ellett, Jr., chief of cataloging at the Armed Forces Staff members

College, taught Advanced Cataloging and Authorities. OCLC courses emphasized use of Web interfaces to cataloging and interlibrary loan.

FEDLINK also emphasized using training agreements so that FEDLINK customers could fund training accounts for OCLC and other workshops held by sister networks such as Amigos, BCR, CAPCON, NYLINK, Michigan Library Consortium, OCLC Western and Palinet. FEDLINK also brokered the Computers in Libraries conference at a discounted rate for 282 attendees, saving the government \$80,000.

Procurement Program

FEDLINK maintained an open Request for Proposal for online retrieval services, which attracted responses from Bright Planet, *The Economist*, Inside Washington Publishers, Linguistics Systems, *The Nation* Digital Archives, Rapsheet.com, and Standard and Poor's IMS. FEDLINK also negotiated an agreement with Outsell. An open season for books and other monograph publications resulted in agreements with eight additional companies: Books Research, Inc., Complete Book & Media Supply, Inc., Delmar Learning/Thomson, EBSCO Information Services, Econo-Clad Books/Sagebrush Corporation, G+L Wissenschaftliche Buchhandlung GmbH - Scientific Booksellers, Midwest Library Service, and Research Periodicals & Books Services, Inc.

Staff members collaborated with the Preservation Working Group on a Request for Proposals for

preservation services which will be released in early Fiscal Year 2003.

Late in the fiscal year, FEDLINK contracted with a consultant who will help management staff members analyze and explore new consortia opportunities and promote existing arrangements with companies such as West, ProQuest, Lexis-Nexis, EBSCO and others. FEDLINK also developed and implemented its pilot Direct Express program for customers to place orders directly with five commercial information services vendors: Ebsco Publishing (online services only), Gale Group, LexisNexis, ProQuest, and West Group.

FEDLINK Fiscal Operations

FEDLINK Vendor Services

Total FEDLINK vendor service dollars for Fiscal Year 2002 comprised \$56.6 million for transfer pay customers and \$38.1 million for direct pay customers. Database retrieval services represented \$19.5 million and \$25.7 million spent, respectively, by transfer pay and direct pay customers. Within this service category, online services comprised the largest procurement for transfer pay and direct pay customers, representing \$18.2 million and \$25.6 million, respectively. Publication acquisition services represented \$30.0 million and \$12.3 million, respectively, for transfer pay and direct pay customers. Within this service category, serials subscription services comprised the largest procurement for transfer pay and direct pay customers, representing \$22.4 million and \$12.0 million, respectively. Library support services represented \$7.1 million and

\$74 thousand, respectively, for transfer pay and direct pay customers. Within this service category, bibliographic utilities constituted the largest procurement area, representing \$5.1 million and \$74 thousand for transfer pay and direct pay customers, respectively.

Accounts Receivable and Member Services

FEDLINK processed Fiscal Year 2002 registrations from federal libraries, information centers, and other federal offices for a total of 584 signed Fiscal Year 2002 IAGs. In addition, FEDLINK processed 2,473 IAG amendments (1,140 for Fiscal Year 2002 and 1,333 for prior year adjustments) for agencies that added, adjusted, or ended service funding. These IAGs and IAG amendments represented 9,018 individual service requests to begin, move, convert, or cancel service from FEDLINK vendors. FEDLINK executed service requests by generating 8,471 delivery orders that LC/Contracts and Logistics issued to vendors. For Fiscal Year 2002 alone, FEDLINK processed \$56.6 million in service dollars for 2,315 transfer pay accounts and \$38.1 million in service dollars for 124 direct pay accounts. Included in the above member service transactions were 924 member requests to move prior year (no-year and multi-year) funds across fiscal year boundaries. These no-year and multi-year service request transactions represented an additional contracting volume of \$6.6 million, comprising 1,551 delivery orders.

The FEDLINK Fiscal Hotline responded to a variety of member questions ranging from routine queries about IAGs, delivery orders, and account balances, to complicated questions regarding FEDLINK policies and operating procedures. In addition, the FLICC Web site and email contacts continued to offer

FEDLINK members and vendors 24-hour access to fiscal operations. Staff members continued to schedule appointments with FEDLINK member agencies and FEDLINK vendors to discuss complicated account problems and assigned senior staff members to concentrate on resolving complex current and prior year situations. FEDLINK online financial service system, ALIX-FS, maintained current and prior year transfer pay accounts in Fiscal Year 2002 and continued to provide members early access to their monthly balance information throughout the fiscal year. FEDLINK prepared monthly mailings that alerted individual members to unsigned IAG amendments, deficit accounts, rejected invoices, and delinquent accounts; and issued the Year-End Schedule for Fiscal Year 2002 IAG transactions.

Transfer Pay Accounts Payable Services

For transfer pay users, FEDLINK processed 50,375 invoices for payment during Fiscal Year 2002 for both current and prior year orders. Staff members efficiently processed vendor invoices and earned the record amount of \$33,100 in discounts in excess of interest payment penalties levied for the late payment of invoices to FEDLINK vendors. FEDLINK continued to maintain open accounts for three prior years to pay publications service invoices ("bill later" and "back orders") for members using books and serials services. Staff members issued 90,860 statements to members (23,485 for the current year and 67,375 for prior years) and continued to generate current fiscal year statements for electronic information retrieval service accounts on the 30th or the last working day of each month, and publications and acquisitions account statements on the 15th of each month. FEDLINK issued final Fiscal Year 1997 statements in support of closing obligations for expired Fiscal Year 1997 appropriations and quarterly statements for prior fiscal years while supporting the reconciliation of Fiscal Year 1998 FEDLINK vendor services accounts. FEDLINK issued the final call for Fiscal Year 1998 invoices to vendors in early November 2001.

Budget and Revenue

During Fiscal Year 2002, FEDLINK revenue from signed IAGs exceeded first year business plan goals by 5.5 percent (\$247,000). Program fee revenue will likely exceed obligations by \$66,000, markedly better than the proposed Fiscal Year 2002 budget position which was predicated on a deficit of \$142,000. Program expenditure obligations are expected to be approximately \$78,000 less than the budget because delays in hiring program staff members. As Fiscal Year 2002 ended, FEDLINK fee revenue was approximately 10.4 percent above Fiscal Year 2001 levels for the same time period. The increase in fee revenue is primarily attributed to a 9.5 percent increase in transfer pay service procurement activities compared to the previous fiscal year. The increase in transfer pay service procurement activities accounts for the total increase in FEDLINK fee revenue.

Business Plan Development and Implementation

In support of developing the FEDLINK business plan, fiscal operations managers worked diligently to complete required analyses of customers and vendors market participation. In addition the fiscal managers proposed marketing plans to improve FEDLINK business and developed financial forecast of business activity for program initiatives.

Fiscal staff members prepared a detail historical analysis of customer participation and spending

patterns regarding library products and services and drafted a marketing plan. Staff members also prepared the detail five-year forecast of program expenditures (personal & nonpersonal), service dollars by product category for transfer and direct pay, and management reserves and contingency plans. Fiscal Operations staff worked on a number of business plan initiatives:

Recruit vendors to fill gaps in products/services, (i.e., Quick Wins): FEDLINK recruited several online and book vendors to fill immediate service requirements of FEDLINK customers. New vendors continued to join the program throughout Fiscal Year 2002 as mentioned in the FEDLINK Network Operations Procurement Section.

Improve processes and remove barriers: For the first time, customers registered up until the penultimate day of the fiscal year to take advantage of procurement opportunities under the revolving fund. FEDLINK also expanded its online registration options so that in Fiscal Year 2003 customers can procure FEDLINK services with a purchase order, military interdepartmental purchase requisition, or alternative customer agency document authorizing the transfer/obligation of member funds.

Develop alternative business model to compete with GSA library products & services: Staff members were actively involved in the creation of the Direct Express Pilot Program, development of the contract solicitation and the recruitment of online vendors. The work entailed redefining contract requirements in solicitation and collaborating with the Library's Financial Services Directorate (FSD) to set up the central accounting system to monitor and record financial results using revenue source codes for vendors' quarterly payments to the Library. These electronic transfers will require minimal manual intervention and eliminate problems associated with checks receipts. Finally, staff members collaborated with the Library's Contracts office to develop a standard quarterly reporting model for participating

vendors.

Implement amendment processing (i.e., money moves, add funds, refunds): FEDLINK staff members and the Library's Information Technology Services (ITS) completed the work for amendment processing, including adding accounts payable vendor verification in the Online IAG Registration system.

Carryover of annual funds for the Revolving Fund (P.L. 106-481): Staff members consulted with senior library managers and congressional relations staff members to put the carryover initiative on the Library's legislative agenda for 2003.

Other Financial Management Accomplishments

Staff members improved their management of OCLC member deficit exposure for the revolving fund. At the end of Fiscal Year 2002, the deficits totaled \$48,000 out of a monthly payment of \$376,000. However, member deficits as a proportion of the monthly payment to OCLC were down as low as 1.3 percent during this fiscal year.

FEDLINK successfully passed the Library of Congress Financial Audit of Fiscal Year 2001 transactions performed by Clifton Gunderson, LLP, and completed vulnerability assessments of program financial risks for Library Services, Office of the Inspector General (OIG) and the Planning, Management and Evaluation (PMED) audit review. As a follow-up requirement, staff members completed Detail Control Reviews of program financial operations for Library Services, OIG and PMED review. Support for these audits includes financial systems briefings;

documented review and analysis of financial system; testing and verification of account balances in the central and subsidiary financial system; financial statement preparation support; security briefings and reviews; and research and documented responses to follow-up audit questions and findings.

FEDLINK also provided central accounting customer agency account balances for Treasury Department reporting requirements and implemented all aspects of Revolving Fund reporting, (including preparation, review, and forecasting revenue and expenses for the accounting period).

Staff members worked with FSD to capitalize the Oracle Financial Management System software and system development costs by providing FSD estimates in January 2002 and updated fiscal year expenditures by the end of the fiscal year.

In response to local mail delivery problems, FEDLINK worked diligently to provide Washington, D.C. area customers their statements in a portable document format. Staff members scanned statements and invoices to email to customers or set up Web files for customers whose network firewalls prevented delivery of executable files. To improve the efficiency of this process, FEDLINK and the Library's IT staff set up customer files on the Library's Web Server. The new process has and will continue to save money and reduce FEDLINK eventually migrates all of its customers to this method receiving statements. Short term response to mail delays included creating a 90-day additional grace period for IAG bill collections; faxing IAGs and supporting documentation between customers and the Library; and encouraging FEDLINK customers to

move to electronic funds transfer.

FLICC Systems Office

FEDLINK chose Oracle Financials as the software package to replace its DOS-based SYMIN Fiscal Management System. The basic software provides general ledger, accounts payable, and accounts receivable capabilities. FEDLINK worked with an outside consultant to complete the system design and configuration. On the consultant's recommendation, FEDLINK also added the Oracle Purchasing and Discoverer Reports modules to the initial purchase.

Staff members and consultants worked together to install, configure and interface to outside systems. The software is in its final tuning and testing phase with staff members intending to parallel test Oracle with the SYMIN system in the second quarter of Fiscal Year 2003.

While developing the Oracle replacement system, staff members reconfigured SYMIN to allow processing under revolving fund requirements with changes made to account codes needed for interface with the Library's financial management system and to fee calculation routines to eliminate charging additional fees to customers making no-year money moves.

Staff members installed the Windows 2000 Operating System on approximately half of the FLICC/FEDLINK work stations with the remaining installations scheduled for early Fiscal Year 2003.

Figure A: FLICC Working Groups

FLICC Awards Working Group

Chair: Mark Ziomek, U.S. Holocaust Memorial Museum

FLICC Budget and Finance Working Group

Chair: Carol Bursik, Department of Justice

FLICC Content Management Working Group

Co-Chair: Rod Atkinson, Library of Congress

Co-Chair: Blane Dessy, Department of Justice

FLICC Education Working Group

Chair: Sandy Morton-Schwalb, Defense Technical Information Center

FLICC Nominating Working Group

Chair: Gail Henderson-Green, Internal Revenue Service

FLICC Personnel Working Group

Chair: Thomas A. Downing, Government Printing Office

FLICC Policy Working Group

Chair: Kurt Molholm, Defense Technical Information Center

FLICC Preservation and Binding Working Group

Co-Chair: Robert Schnare, Naval War College

Co-Chair: Susan Frampton, Smithsonian Institution

Figure B: FEDLINK Training Classes in Fiscal Year 2002

	# DC /Students Classes	# Offsite/Students Classes
Searching FirstSearch	2/12	3/133
Introduction to Searching OCLC	2/13	1/8
Web Interface to OCLC ILL	4/31	1/8
Copy Cataloging	3/17	
Cataloging Internet Resources	1/4	
Finding It/Research on the Web	2/13	
Cataloging Microenhancer	2/11	1/8
Connexion Demonstration	5/66	
Connexion Overview	5/34	
Strategies for Searching OCLC	2/13	
Original Cataloging	2/15	
OCLC Authorities	2/12	
Alternative Web	1/10	
OCLC Pathfinders		1/7
	31 classes/ 251 attendees	7 classes/ 164 attendees

Figure C: FLICC Education Programs in Fiscal Year 2002

<u>Class/Seminar</u>	<u>Attendees</u>
The Government Market Place	61
Government Portals for Business	35
Current Standards and Trends in Web Cataloging	54
FEDLINK Fall Membership Meeting	65
How to Use FEDLINK	53
Exploring OCLC Cataloging	44
OCLC Fall Users Group Meeting	34
Managing and Preserving Electronic Resources	58
Information Security Information Loss?	19
Soaring to Excellence VIII (Part 1)	27
Introduction to Knowledge Management	54
Soaring to Excellence VIII (Part 2)	27
Great Escapes: International Monetary Fund	26
Great Escapes: Freer Gallery, Smithsonian	17
2002 FLICC Forum on Federal Information Policies	92
Steering by Standards/OCLC Institute Part One)	4
Joint Spring Workshop	161
Soaring to Excellence VIII (Part 3)	26
Steering by Standards/OCLC Institute(Part Two)	4
Disaster Recovery: The Pentagon Experience	54

Soaring to Excellence VIII/make-up session	10
Understanding and Using LC Subject Headings	26
Search Techniques of a Super Searcher	70
Steering by Standards/OCLC Institute(Part Three)	6
Great Escapes: International Trade Commission	16
Cataloging Concepts: Descriptive Cataloging	24
Serial Holdings Workshop	26
Institute for Federal Library Technicians	74
Virtual Reference in the Federal Library	66
Total	1233